The "Unofficial"

Performance Objective

Handbook

For the CECOM RDEC-SEC S&T Personnel Demonstration Project

Prepared by:
CECOM RDEC Night Vision and Electronic Sensors Directorate's Personnel Demo
Task Force

Preface

This Handbook was developed by the CECOM RDEC Night Vision and Electronic Sensors Directorate's Personnel Demo Task Force as an **aid** to provide all supervisors and their employees guidance, examples and reference material to facilitate the writing of meaningful, measurable and challenging performance objectives. **The objectives are to be jointly developed by the employee and his/her supervisor at the beginning of each rating period.** Performance objectives will play a critical role in the successful implementation and execution of the CECOM RDEC-SEC Science & Technology Personnel Demonstration Project.

On December 7, 2001, MG Russ, the CECOM Commanding General, directed "each employee should have measurable/quantifiable objectives in their support forms ... all which point to achievement of our CECOM Vision and Goals". In his message MG Russ included a draft of his own standards, which are provided in this Handbook in Appendix C as guidance as well as additional examples of meaningful, measurable objectives.

We searched for formal policy and guidance and frankly weren't overwhelmed with the results. **We have attempted to avoid as much "governmentese" and dry policy as possible and write the handbook in a "common sense, colloquial" manner to get the concepts across.**

While the Handbook has been developed with the Personnel Demo in mind, the guidance provided herein pertaining to the basics of a good objective should be just as relevant to other performance systems such as TAPES.

Contents

The Basics of a Good Objective
(If you don't get anything else out of this handbook, at least take a look at this!)

Why the big push on good objectives?

Well, the fact that the CG has put emphasis on them should be reason enough (re "Preface"). But if that's not enough reason for you, how about this - in the Personnel Demo, performance objectives will have a direct impact on your score and thus your potential payout – **your pay!** Have we got your attention? How you perform against your set of objectives will be measured against a set of four benchmarks for Technical Competence, Interpersonal Skills, Management of Time and Resources, and Customer Satisfaction. Non-supervisory Team Leaders/Project Leaders will have a fifth set of benchmarks. Supervisors will have a separate fifth set of benchmarks as well. As the basis for applying the benchmarks, the objectives must be measurable and reflect the major functions and tasks of your job. Objectives must define your specific responsibility with regard to those tasks and the expected output. The objectives must also reflect your position - consistent with the duties and pay level within your payband. **The benchmarks reward challenging objectives** - the more challenging the objective, the more opportunity one has to obtain a higher score in each of the performance elements.

Laying the Foundation for Good Objectives

Mission and goals

You should first consider your organization's (and customer's) mission and goals and determine how your particular job supports obtaining those goals. Your performance objectives should reflect and support these goals. Sound like motherhood? Sure it does, **but think about it** – if your job doesn't support your organization's mission, why are you doing it? If you don't know how your job fits into the organization's mission and goals, then ask! **The benchmarks often refer to the "impact to…, support of… , importance to…" the mission.**

1

Customers

Do you know who your customers are? Everyone has at least one. Maybe you have more than one. They can be internal or external. You may be providing a service to your fellow employees! Knowing where your end product will be used or transitioned is important in determining what your tasks should be and when they need to be accomplished. **Is this really important?** If you're working on something that is not going to be used by anyone (and ultimately benefit the soldier, directly or indirectly) then why are you doing it?   That reason alone should be sufficient.   Need another? **Customer satisfaction is one of the elements you will be scored against during your appraisal** – so yeah, it's important.

Key Job Functions

Ever thought about what the key functions of your job are? You probably have 3-4 major ones if you really think about it. A project leader, for example, may have a leadership function, a contract management function, a test and evaluation function and an administrative function. A secretary may have office management, correspondence and travel coordination. A set of good objectives should cover the key functions in your job and address the key tasks with outcomes in those functions.   Identify these functions first and then write one or more performance objectives to describe the key tasks to be accomplished during the rating period. You should group your objectives by function. **Do not group your objectives by performance element –** well written objectives will cross many of the performance elements.   **The benchmarks are constructed to evaluate your performance as a whole across all of your objectives, not by individual objective.**

2

Three Easy Pieces

Listen up! This is your key to success in writing a good objective. If you get these three points embedded in your thought process you are almost there. These are your vital **checkpoints** to apply to each objective:

1. It defines an important task with the expected result.
2. It defines **your** responsibility in the task toward achieving the result.
3. It has appropriate metrics (goal, timeline, quantity, quality, etc).

We'll bang you over the head with these "Three Easy Pieces" throughout the handbook.

How Many Objectives?

Good question! Human nature says most of you will want to write as few as you can get away with, others will want to write a book. **Don't do either!** Use common sense and a few basic guidelines:

- Make sure the important things you will be expected to do during the rating period are covered.
- Don't have so many that your important accomplishments in the end will be lost or diluted by a mountain of lesser accomplishments. Try to have no more than 3 objectives to cover each key function (you haven't forgotten that paragraph already have you?).
- Be concise but complete – make sure they meet the "Three Easy Pieces" criteria above.

Most published guidance or training on objectives say 3 to10 objectives is a good number for your total set. **10** is probably a **good upper bound** but 3 may be too few in most cases. **6 to 8** may be more appropriate, especially in the E&S family.

Let's Walk Though a Couple of Examples

Example #1:

"Design and construct a bumper mounted sensor system by 30 Sept 01" - Let's assume that it is an important task under a "design/fabricate" function to be completed by this engineer. Let's further assume that it supports the organization's mission (and if funded by a customer, supports his goals). It defines a task/result, has a metric (timeline) and is concise. **So what's wrong with this objective?** First, as written it is set up as a pass/fail objective, which may be difficult in an R&D environment. Sure sounds like a project that involves other activities. What happens if 30 September 01 is not met – is it because of something he failed to do or was it due to something that was out of his control? "Easy Piece #2 was not addressed - his specific responsibilities in the task are not identified. By defining his responsibilities you can better evaluate the actions for which he was responsible, whether they were in his control or not, and if not what did he do to mitigate the impact. A better version of the objective would be:

"Complete the design and construction of the bumper mounted sensor system. This involves the actual design, monitoring/oversight of all aspects of the program, including contractor software development, in-house fabrication and assembly of the system, testing and integration, and obtaining all necessary approvals and safety releases to insure completion by 4QFY01."

Example #2:

"Retrieve data and prepare quarterly report by suspense date of all loan documents to include nomenclature, expiration date and responsible holder. Maintain orderly loan document files to facilitate the report." This is a well-written, concise objective that meets the "Three Easy Pieces". While not glamorous or high profile, equipment management is certainly an important aspect of any organization's mission (just fail an inspection and see how fast it can become high profile!). This objective defines the task/result, the individual's responsibility and defines a timeline even if the date is not specifically known.

Do I Have To Start From Scratch?

Probably not! In preparation for this handbook we reviewed several hundred sets of TAPES standards. While most needed work, the majority provided a good basis from which to start and modify using the principles above. **So fear not – it's probably not as much work as you thought.** (TAPES Base System employees -GS 8 and below- aren't so lucky. You will be starting from scratch since you currently don't use objectives.)

Administrative Objectives

Safety, security, property, travel vouchers, suspense's – how do I handle that?   These are pretty much standard for everyone. A recommendation is to include them under one objective. Appendix D provides a couple of examples (one for a supervisor, one for a non-supervisor). Tailor them to your situation and don't forget to make sure they reflect current guidance for your organization. One caveat – if your job is safety, security, property, etc. then this does not apply. You should have a more detailed set of objectives pertaining to your area of responsibility.

How To Use the Rest of This Handbook

Hopefully by the time you get here you will have read through and understand the section "Basics of a Good Objective". **If you haven't then go back and do it.** Simply going to the following pages and trying to find an example that fits won't work. We didn't provide a complete "set of objectives" for an individual - you may find one example that you can tailor but you'll still have to write several more. We want you to know how to write a good objective – thus the "Basics" section. Yes – it takes more work to write an objective than to copy one – but it's worth the effort and it is in your best interest. The better the objectives the more accurate and fairly you will be scored.

One more time – what are the **"Three Easy Pieces"? – Define the task/result, define your responsibilities in the task towards achieving that result and set an appropriate metric.**

The rest of the handbook is structured by Occupational Family

Engineers & Scientists	Business & Technical	General Support

The families are further sub-divided by payband to help facilitate developing objectives reflecting the level within the payband you (or your employee) resides. There are three main areas of help provided (Appendices A-C):

Appendix A lists each occupational series by family (E&S, B&T, General Support). This will tell you which family you (or your employee) are in.

> Representative Work and Responsibilities & "Phraseology

Appendix B is a synopsis from the classification guide to show you the representative work and responsibility for each level of the payband. Does it sound like "governmentese"? Yeah – we couldn't avoid it but we took out a lot of the words to get to the point. Is it all-inclusive? No – representative is the key word here. Why is it included? Mainly for supervisors – **we want you to make sure the objectives fit the position and the salary, not the individual**. You need to make sure you aren't assigning someone duties that are less than he or she should be doing. Someone at the upper salary end of a band should not be performing work commensurate with the lower salary level in the band. **Wait! Appendix B has something for everybody, not just supervisors!** Key words/adjectives are highlighted in **red** that you could use in your objectives. (We made up a new word for this - "phraseology"). Many words (e.g. develop, evaluate, plan, etc.) are used across all band, all levels. How they are used, however, within each family/payband/band level in Appendix B can give you an ideal of how to appropriately use them in your objectives. Again, is this all-inclusive? No. Representative? Yes.

Appendix C gives examples of good objectives (**yeah – this was what you were waiting for**). These examples are intended to reflect representative objectives for each band (and level within the band). They also show how a good objective is written and the type of content to be included – **they are not intended to be duplicated**. **You can't – are you doing a bumper mounted sensor system?** OK, at least one of you are. But the rest of you aren't. Therefore, you need to tailor each employee's objectives to their specific position and job.

Progressive – Within Band	Lower Band	Mid–Band	Upper Band

One other point – you'll see the bands divided differently (progressive, lower/progressive, higher/lower, higher/mid/lower). This reflects the classification guide used in Appendix B and might seem confusing ("might?" you say). We've included the corresponding GS grades to help you figure it out.

Appendices D–F: We have included three additional appendices for further reference. **Appendix D** includes the examples of an administrative objective mentioned earlier in this section. **Appendix E** includes the CECOM CG's draft objectives as of 7 December 2001. **Appendix F** includes charts from the Personnel Demo Training related to writing objectives.

Appreciation & Feedback

We want to express our appreciation to those who assisted us in putting this handbook together – and particularly the supervisors and employees whose objectives were used as examples. One disclaimer here – don't assume we found a bunch of bad ones and made them better. Many of the examples used were good to start with – including the forever-famous bumper mounted sensor system. **We would appreciate any feedback.** Please respond by e-mail to don.jenkins@nvl.army.mil.

APPENDIX A

Appendix A

Occupational Series by Occupational Family

Engineering & Science Family

0180	Psychologist Series
0801	General Engineering Series
0810	Civil Engineering Series
0830	Mechanical Engineering Series
0850	Electrical Engineering Series
0854	Computer Engineering Series
0855	Electronics Engineering Series
0892	Ceramic Engineering Series
0893	Chemical Engineering Series
0896	Industrial Engineering Series
0899	Engineering and Architecture Student Trainee Series
1301	General Physical Science Series
1306	Health Physics Series
1310	Physics Series
1320	Chemistry Series
1515	Operations Research Series
1520	Mathematics Series
1550	Computer Science Series
1599	Mathematics and Statistics Student Trainee Series

Business & Technical Family

0018	Safety and Occupational Health Management Series
0028	Environmental Protection Specialist Series
0301	Miscellaneous Administration and Program Series
0334	Computer Specialist Series
0340	Program Management Series
0341	Administrative Officer Series
0342	Support Services Administration Series
0343	Management and Program Analysis Series
0346	Logistics Management Series
0391	Telecommunications Series
0501	Financial Administration and Program Series
0510	Accounting Series
0560	Budget Analysis Series
0802	Engineering Technician Series
0818	Engineering Drafting Series
0856	Electronics Technician Series
1001	General Arts and Information Series

1082	Writing and Editing Series
1083	Technical Writing and Editing Series
1084	Visual Information Series
1101	General Business and Industry Series
1102	Contracting Series
1150	Industrial Specialist Series
1152	Production Control Series
1311	Physical Science Technician Series
1410	Librarian Series
1412	Technical Information Services Series
1499	Library and Archives Student Trainee Series
1521	Mathematics Technician Series
1601	General Facilities and Equipment Series
1640	Facility Management Series
1670	Equipment Specialist Series
1910	Quality Assurance Series
2001	General Supply Series
2003	Supply Program Management Series
2010	Inventory Management Series
2101	Transportation Specialist Series
2130	Traffic Management Series
2181	Aircraft Operation Series
2210	Information Technology Series

General Support Family

0085	Security Guard Series
0086	Security Clerical and Assistance Series (Non-DCIPS)
0302	Messenger Series
0303	Miscellaneous Clerk and Assistant Series
0305	Mail and File Series
0312	Clerk-Stenographer and Reporter Series
0318	Secretary Series
0326	Office Automation Clerical and Assistance Series
0332	Computer Operation Series
0335	Computer Clerk and Assistant Series
0344	Management Clerical and Assistance Series
0394	Communications Clerical Series
0399	Administration and Office Support Student Trainee Series
0525	Accounting Technician Series
0561	Budget Clerical and Assistance Series
1087	Editorial Assistance Series
1411	Library Technician Series
2005	Supply Clerical and Technician Series
2102	Transportation Clerk and Assistant Series

APPENDIX B

Appendix B

Representative Work and Responsibilities
("**Phraseology**" in **red**)

> Warning! Level of "Governmentese" increasing. The good news is that only one small sub-section applies to you, so you should be able to decipher without much difficulty.

B1

DB – Engineers and Scientists

DB I (GS 1-4)

- Sub-professional trainee utilizes equipment, instruments or software in a technical professional field under close supervision
- Learns basic methods/techniques/procedures and carries out specific and limited tasks
- Correlates data and recognizes discrepancies in results
- Participates in an experiment, study or research project with higher-level personnel

Other phrases: assist, support, perform, measure

DB II (GS 5-11)

Lower Salary Level (GS 5-7)

- Assignments are defined and well-controlled segments of larger projects with ample precedents
  - Performs conventional aspects of larger projects
- Assignments become progressively broader as experience is gained
  - Becomes increasing independent as experience is gained
- Recognizes problem areas and recommends resolution to conventional aspects of complex projects
  - Applies standard methods and techniques
- Maintains contacts with co-workers and managerial personnel within the organization

Higher Salary Level (GS 9-11)

- Independently applies/adapts equipment, test procedures, methodology, models, and/or simulations for conventional assignments
  - Works independently with supervisory/leader in-process discussions
- Obtains and exchanges information, coordinates work efforts, and maintains awareness of advancements in the field.
- Presents findings and results for higher-level review and publication
- Maintains contacts that expand to other organizations or contractors
- Explores problems and discovers solutions

DB III (GS 12-14)

Lower Salary Level (GS 12)

Research

- Broad problem area assigned
- Assist in identifying/defining/selecting of specific problems for study
- Considerable scope and complexity
- Difficult to define problems
- Unconventional/novel approaches
- Sophisticated research techniques
- Supervisor responsible for final decisions
- Determines investigations/approaches
- Formulates/conducts systematic research
- Applies considerable originality for projects
- Reviews/evaluates test data and reports

Development

- Projects with complicating/interacting factors, relationships with other engineering specializations, consideration of complete development cycle
    - Supports projects entailing interaction/complex factors
- Identifies scope and extent of investigation, analysis, and design; defines specific engineering requirements/design criteria
- Applies wide range of engineering and scientific principles/theories to project performance and operating characteristics
- Assists in resolving complex/conflicting requirements
    - Recommends changes in basic requirements
- Reviews/evaluates test data and reports
- Plans and carries out assignment independently. Major problems and conflicting requirements are discussed with the supervisor.

Staff

- Independently plans/accomplishes assignment of considerable difficulty and complexity
- Formulates/develops new techniques and methods in specialized project or subject matter application
- Decides where/how end results will be used, plans specific objectives for the program, including required innovations/improvisations
- Guidelines/precedents applicable to more demanding assignments often inadequate/inappropriate/frequently lacking
- Considerable originality required in formulation/development of new techniques and methods for specific and specialized projects or programs

Intermediate Salary Level (GS 13)

Research

- Precedents scanty/inappropriate/nonexistent
- Mature, practical and scientific judgment, high degree of originality
- Substantial freedom in identifying/defining/selecting problems for study
- Plans/develops/evaluates/executes assignments
- Broad scope, marked complexity, significant, and important
- Formulates/develops new methods/techniques
- Develops/carries out plan
- Guides advanced design
- Evaluates research findings/technological progress for future programs
- Monitors in-house/contractors' analyses for controversial problems
- Coordinates diverse internal/external project activities
- Supervisor decides final direction of work

Development

- Plans/organizes/directs/coordinates creative programs with other representatives
- Conducts studies to determine feasibility of advanced engineering efforts
- Establishes requirements to design and evaluate new products
- Develops engineering concepts with limited research and exploration
- Functions within broad technical policy and planning formulated at high management levels
- Briefs on major development efforts
- Markets new development programs
- Plans technical criteria application for advanced engineering approaches
- Represents organization at high-level conferences and meetings.

Staff

- Plans/conducts advanced work involving controversial and unknown data
- Plans/develops complex work in several phases and pursues several lines of investigation
- Available guides are not applicable and relevant data is nonexistent
- Provides staff advisory services
- Works in terms of broad general objectives.

Non-supervisory Team Leader (additional)

- Assigns work to employees based on priorities
- Reviews work for technical quality
- Provides input to performance evaluations

- Advises, counsels and instructs team members
- Recommends training
- Participates in workload planning, budget and personnel management decisions

Supervisory (additional)

- Oversees projects and programs
- Identifies and shape the goals of the organizational unit
- Establishes project goals and priorities
- Coordinates with others within and outside the organization on program accomplishment
- Assigns/directs work to lower level supervisors, team leaders and/or employees
- Makes decisions on work problems
- Interviews candidates for position and recommends, makes or approves selections
- Hears and resolves employee complaints
- Identifies developmental and training needs
- Initiates minor disciplinary actions
- Develops performance objectives and evaluates performance
- Identifies performance/misconduct issues and resolves employee complaints
- Initiates disciplinary action
- Recommends entrance salaries
- Develops budget estimates and approves expenses
- Maintains effective work relationships with employee unions/EEO

Higher Salary Level (GS 14)

(See DB IV - Lower Salary Level: next section)

DB-IV (GS 14-15)

Lower Salary Level (GS 14)

Research

- Researches problems that represent critical obstacles affecting significant advances in technologies and /or programs
- Formulates plans and hypotheses to carry projects to completion
- Solves problems of marked importance for which guidelines, literature and methodology are absent
    - Applies a high degree of imagination/creativity in solving problems
- Initiates new concepts/methods/techniques
- Publishes papers to professional societies
- Briefs special agency/interagency committees/groups, etc.

- Works under broad administrative supervision
- Recognized as subject matter authority in specialty

Development

- Expert advisor for broad and complex programs that advance state-of-the-art
- Assignments involve entire development process
- Assesses and demonstrates effectiveness of new concepts and ideas
- Evaluates technological trends
- Formulates overall design concept and criteria
- Explores and evaluates advanced proposals to satisfy program/mission
- Reviews and assesses overall progress
- Coordinates efforts of other representatives
- Leads extensive/complex development efforts
- Briefs special agency/interagency committees/groups, etc.
- Markets development efforts that advance state-of-the-art
- Develops new/significantly advanced programs
- Effects extensive contacts to accomplish objectives
- Works under broad administrative supervision
- Recognized as authority and subject matter expert in specialty

Staff

- Expert consultant in specialty field
- Advises on, reviews, and conceives new work
- Represents organization on technical committees
- Initiates new work in collaboration with supervisor concerning funds, personnel and equipment
- Develops and modifies objectives and boundaries of assignments
- Implements advanced systems planning

Non-supervisory Team Leader (additional)

- Assigns work to employees on team based on priorities established by incumbent/supervisor
- Reviews work for technical quality
- Provides input to performance evaluations
- Advises, counsels and instructs team members on technical work matters
- Recommends training courses and other development opportunities
- Participates in workload planning and budgeting and provides input to personnel management decisions

Supervisory (additional)

- Oversees projects, programs, and develops plans that meet organizational goals

- Makes decisions on work problems
- Reviews work for technical quality
- Advises, counsels and instructs team members on technical work matters
- Interviews candidates for position and recommends selections
- Hears and resolves employee complaints
- Identifies developmental and training needs
- Initiates minor disciplinary actions
- Evaluates performance
- Recommends entrance salaries
- Supports EEO and Affirmative Action

Higher Salary Level (GS 15)

Research

- Researches/develops broad and complex programs
- Applies significant technical achievement/leadership that fosters R&D efforts of others
- Develops interpretations/procedures to extend or supplant existing methodology/knowledge
- Develops/plans/coordinates/markets far-reaching programs/projects to high-level management
- Applies a high level of technical competence to gauge extent to which the perimeters of the state-of-the-art can be pushed
- Identifies technological gaps and the need to bridge between imaginative and futuristic concepts, practical materials, hardware and processes and/or methods for closing such gaps
- Authors publications which impact on advancing the field, are definitive of important areas, or are recognized as highly innovative and creative
- Contributions include inventions, new designs or techniques to advance the field, achieve significant and important results, or advance new technology
- Serves on special task forces and committees involving new programs, controversial issues or critical difficulties
- Serves as spokesman/principal investigator in the specialty field
- Supervision is administrative that relate to policy. Employee's interpretations are accepted as technically authoritative subject to validation by the scientific community

Development

- Authority/consultant in a rapidly evolving field that impacts agency R&D programs and pioneering development efforts
- Formulates and defines overall mission and program objectives and requirements
- Explores/establishes the fundamental value of new technology and most fruitful approaches for pioneering R&D efforts

- Evaluates performance of governmental and industry organizations pursuing program objectives relating to breakthroughs or controversial objectives
- Formulates and issues directives to redirect programs due to unforeseen developments and difficulties on plans and programs
- Provides authoritative advice at the highest levels of management on exceptionally important matters or of far-reaching consequence to programs/mission
- Represents the agency on committees/meetings to coordinate and integrate efforts of other experts within DOD, other government agencies, industry and academia
- Plans and executes assignments within agency policy, mission objectives and time and funding limitations. Findings and evaluations are of fundamental significance

Staff

- Plans/integrates R&D technology base programs for the center/directorate that may involve long-range planning and development of laboratory facilities
- Accomplishes high priority tasks/planning actions from higher headquarters to include long-range forecasting of Army needs, future threat forecasting, and/or delineation of AMC-wide development programs
- Reviews the budget with senior officials and recommends adjustments in programs
- Participates in program reviews and recommends continuation, stoppage or changes
- Assists the director in developing strategy and technical approaches for new initiatives
- Represents the center/directorate, AMC or DA in planning national and international development programs
- Resolves important and complex problems with top representatives from allied governments and other U.S. Government agencies
- Serves on special task forces and committees in developing new programs, evaluating proposals and controversial issues, and investigating critical difficulties
- Participates in and addresses national professional organizations and technical symposia as consultant in the field
    - Serves as authority in a rapidly evolving field impacting R&D programs

Supervisory (additional)

- Oversees projects and programs
- Identifies and shapes the goals of the organization
- Formulates and defines overall mission/program objectives
- Makes decisions on work problems and administrative proposals
- Assigns work to team leaders, subordinate supervisors or employees
- Establishes project goals and priorities and evaluates results
- Makes or approves selection for subordinate positions, entrance salary decisions, salary adjustments, awards and bonuses
- Develops employee performance objectives and evaluates employee performance

- Resolves employee complaints and initiates disciplinary or performance-based actions
- Makes sound personnel management decision, maintains effective working relationships with employee unions and implements EEO and affirmative action goals
- Develops budget estimates, assesses shortages and recommends solutions
- Makes decisions on long term training and approves expenses on travel and equipment

DE – Business and Technical

DE I (GS 1-4)

- Sub-entry level trainee performs administrative or technical tasks such as finance, resource management, logistics, planning and information technology
- Completes structured assignments for training and building practical experience under close supervision
- Learns basic methods, techniques and procedures to carry out specific tasks
- Becomes familiar with principles, rules and regulations of the specialty field
- Makes simple measurements, computations, collects data and supports higher-level personnel

DE II

Lower Salary Level (GS 5-8)

Administrative (Mgmt/Budget/Prog/Administrative)

- Applies clear and established methods/practices/techniques to complete assignments
- Work progresses from specific tasks for orientation and training to moderately complex work requiring some interpretation
- Provides advice to customers on routine matters and those involving unfamiliar methods
- Contacts are with co-workers, high-level technicians, professionals and contractors
- Participates in gathering, verifying and analyzing factors
- Exercises skill in using basic tools and techniques of the specialized field (analytical methods, financial systems, data collection methods, automated applications, etc.)
- Interprets/selects/adapts/applies many guidelines/precedents/principles/practices
- Initially, supervision is close and guidance is continual. As success is achieved, employee exercises greater use of judgment and independence

Technical (Technicians/Specialists)

- Performs structured assignment designed to train and build practical experience
- Applies basic understanding of technical practices/procedures/familiarity with equipment, instruments, tools, or computer hardware/software
- Applies acquired knowledge/skills/experience for broader variety of projects, more difficult tasks
- Devises new ways of accomplishing objectives for broader assignments
- Assignments progress to include complete project or major portions of larger projects
- Applies ingenuity and creative thinking to accomplish objectives and adapt equipment or techniques
- Interprets/selects/adapts/applies many guidelines/precedents/principles/practices
- Applies judgment/initiative/experience/skill in selecting/installing/using complex instruments
- Develops/implements new and improved hardware, software, techniques and/or subsystems
- Participates in studies on the feasibility/suitability/adaptability/operational utility of systems
- Contacts are with co-workers, higher-level technicians, professionals and contractors
- Initially, supervision is close and guidance is continual. As success is achieved, employee exercises greater use of judgment and independence

Higher Salary Level (GS 9–11)

Administrative (Mgmt/Budget/Prog/Administrative)

- Applies basic principles/laws/regulations/policies/procedures/practices/techniques of specialty area
- Gathers information, identifies and analyzes issues and develops recommendations for substantive problems
- Applies judgment/initiative on information needs/interests/level of detail needed
- Ensures interpretation of data results in accurate and relevant information
- Assists in the development of resource documents and studies
- Reviews historical data, monitors resource allocation and interviews managers/employees
- Collects, prepares/manages business and contractual information
- Applies methods/techniques/processes associated with logistics/transportation/ supply/inventory/office administrative/facilities management
- Independently resolves problems in program/project area
- Employee keeps supervisor advised of progress

Technical (Technicians/Specialists)

- Applies basic principles/laws/regulations/policies/procedures/practices/techniques of specialty area
- Applies a comprehensive grasp of specialized and complex subject matter area
- Selects and applies established methods/practices and procedures
- Plans approaches/details and conducts various projects in specific technical area
- Monitors work activities for compliance; develops designs or analyzes technical equipment to improve processes
- Collects and manages technical data
- Identifies and resolves malfunctions
- Installs and uses complex instruments or devices
- Independently performs work and advises supervisor of progress
- Employee keeps supervisor advised of progress

Non-supervisory Team Leader (additional)

- Assigns work to employees based on priorities
- Reviews work for technical quality
- Provides input to performance evaluations
- Advises, counsels and instructs team members
- Recommends training
- Participates in workload planning, budget and personnel management decisions.

Supervisory (additional)

- Oversees projects and programs
- Identifies and shapes goals of the organization
- Makes decisions on work problems and administrative proposals
- Coordinates with others within and outside the organization on program accomplishment
- Assigns work to team leader and/or employees
- Establishes project goals and priorities and evaluates results
- Interviews and recommends selections for vacant positions
- Recommends entrance salaries, base pay adjustments, bonuses and awards
- Develops performance objective and evaluates performance
- Identifies performance/misconduct issues and resolves employee complaints
- Initiates disciplinary actions
- Develops budget estimates and approves expenses
- Maintains effective employee/supervisory relationship and EEO
- Identifies development and training needs

DE-III

Lower Salary Level (GS 12)

Administrative (Mgmt/Prog/Budget/Administrative)

- Interprets law, rules and regulations to develop policies and plans for organization
- Applies critical and independent judgment in making compromises to satisfy requirements
- Identifies need to analyze data, compile facts and information to resolve issues
- Provides advice/recommendations to customers and management
- Represents the organization on teams and committees relative to assignments
- Participates in defining assignments
- Develops implementation strategies
- Identifies work to be done and deadlines
- Conducts administrative studies
- Reviews changes to program plans
- Evaluates programs and trends
- Analyzes changes effecting budget

Technical (Technician/Specialists)

- Applies advanced techniques and critical judgment on critical and urgent work
- Develops new methodology and procedures based on new precedents
- Technically defends and supports ideas and proposals
- Applies advanced techniques to design or improve new tools for broad application
- Represents organization on teams and committees relative to assignments
- Supervisor and employee participate in defining assignments
- Plans solutions to complex technical issues
- Conducts review of technical plans
- Reviews contractor performance for quality
- Evaluates impact of technological change
- Analyzes solutions to technical problems
- Develops new methodology and procedures
- Performs assignments involving advanced techniques

Non-supervisory Team Leader (additional)

- Assigns work to employees based on priorities
- Reviews work for technical quality
- Provides input to performance evaluations
- Advises, counsels and instructs team members
- Recommends training

- Participates in workload planning, budget and personnel management decisions

Supervisory (additional)

- Oversees projects and programs
- Identifies and shapes the goals of the organizational unit
- Establishes project goals and priorities
- Coordinates with others within and outside the organization on program accomplishment
- Assigns/directs work to lower level supervisors, team leaders and/or employees
- Makes decisions on work problems
- Interviews candidates for position and recommends, makes or approves selections
- Hears and resolves employee complaints
- Identifies developmental and training needs
- Initiates minor disciplinary actions
- Develops performance objectives and evaluates performance
- Identifies performance/misconduct issues and resolve employee complaints
- Initiates disciplinary action
- Recommends entrance salaries
- Develops budget estimates and approves expenses
- Maintains effective work relationships with employee unions/EEO

Higher Salary Level (GS 13)

Administrative (Mgmt/Budget/Prog/Administrative)

- Complex programs require substantive creativity/innovation or advanced techniques in the field
- Interrelated issues are analyzed for effectiveness, efficiency and productivity of major programs
- Work may involve budget and financial programs with visibility at higher headquarters and Congress
- Represents organization on external teams/committees in developing new policies and approaches
- Interacts proactively with customers to resolve complex/difficult problems
- Communicates regularly with high level officials or organizations on program results
- Conducts comprehensive studies
- Performs budget and financial analysis on highly visible programs
- Recommends financial policy
- Reviews the impact of legislative/ regulatory requirements
- Provides advanced staffing/funding guidance
- Applies critical evaluation techniques
- Participates in defining assignments.

Technical (Technician/Specialist)

- Applies in-depth knowledge of practical methods and techniques on R&D projects
- Develops and implements strategies
- Results, recommendations and conclusions have broad impact on internal/external programs
- Interacts independently with customer to identify and define complex/difficult problems
- Communicates project/program results at high level within and outside the organization
- Represents the organization on external teams or committees to develop policies, approaches and techniques
- Plans improved approaches to technical design
- Analyzes new techniques/procedures
- Conducts staff studies on technical issues/problems
- Develops technical program plans/policies
- Recommends hardware/software upgrades
- Provides technical support to R&D projects
- Provides technical advice to field personnel
- Develops and executes assignments, consulting with supervisor on controversial findings/issues/problems

Technical – Operations (Pilots)

- Works technical aspects of equipment/systems/operations/instruction/inspection, and equipment testing and evaluation
- Conducts aircraft flight test assignments requiring a high degree of skill
- Determines aircraft performance and flight characteristics
- Considers critical flight conditions of loading, speed and maneuvers
- Compiles reports, checks and logs
- Demonstrates skills and conducts emergency procedures for aircraft involved
- Subject to different degrees of hazard based on conditions, exposure to situations, skills required and flight configurations (speed and loading)

Non-supervisory Team Leader (additional)

- Assigns work to employees based on priorities
- Reviews work for technical quality
- Provides input to performance evaluations
- Advises, counsels and instructs team members
- Recommends training
- Participates in workload planning, budget and personnel management decisions

Supervisory (additional)

- Oversees projects and programs
- Identifies and shapes the goals of the organizational unit
- Establishes project goals and priorities
- Coordinates with other within and outside the organization on program accomplishment
- Assigns/directs work to lower level supervisors, team leaders and/or employees
- Makes decisions on work problems
- Interviews candidates for position and recommends, makes or approves selections
- Hears and resolves employee complaints
- Identifies developmental and training needs
- Initiates minor disciplinary actions
- Develops performance objectives and evaluates performance
- Identifies performance/misconduct issues and resolves employee complaints
- Initiates disciplinary action
- Recommends entrance salaries
- Develops budget estimates and approves expenses
- Maintains effective work relationships with employee unions/EEO

DE-IV

Lower Salary Level (GS 14)

- Applies highest level of expertise and mastery of an administrative or technical support field
- Functions as top management advisor on behalf of Directors/Deputy Directors
- Applies full range of specialized methods and techniques; laws, regulations, policies and procedures; and overall mission/program goals and objectives
- Applies experimental theories/new developments to problems not susceptible to accepted methods
- Determines approach to be taken and methodology to be used
- Applies initiative/resourcefulness in deviating from traditional methods
- Researches trends and patterns to develop new methods/criteria/policies
- Performs assignments characterized by their breadth and scope often involving high level task forces or committees
- Supervisor sets overall objectives
- Employees are subject to administrative and policy direction

Non-supervisory Team Leader (additional))

- Assigns work to employees based on priorities
- Reviews work of team members for technical quality
- Provides input to performance evaluations
- Advises, counsels and instructs team members on matters involving the work
- Recommends training courses and developmental opportunities

- May approve short period of leave
- Resolves minor informal complaints – refers more serious ones to the supervisor
- Participates in workload planning and budgeting and input to personnel management decisions

Supervisory (additional)

- Directs complex administrative or technical services that directly affects the organization
- Represents a critical program segment impacting the organization's ability to manage its mission
- Oversees projects and programs
- Identifies and shapes the goals of the organizational unit
- Makes decisions on work problems and administrative proposals
- Coordinates with others within and outside the organization
- Assigns work to lower level supervisors, team leaders and/or employees
- Establishes project goals and priorities and evaluates results
- Interviews and recommends selections for vacant positions
- Recommends entrance salaries, base pay adjustments, bonuses and awards
- Develops performance objectives and conducts performance evaluations
- Identifies performance/misconduct issues and resolves employee complaints
- Initiates disciplinary action
- Develops budget estimates, assesses long-term needs and recommends solutions

Higher Salary Level (GS 15)

- Represents areas or problems considered of the highest importance
- Applies mastery of administrative/technical field to generate and develop new theories
- Plans/designs and carries out programs/projects/studies independently
- Addresses problems that are often unprecedented requiring new approaches and methods
- Develops creative/innovative solutions to unprecedented problems
- Develops applications to specific areas of work
- Contributes to advancement of technology
- Demonstrates originality/creativity/innovation in solutions developed
- Conducts studies often requiring negotiation with high-level employees that lead to development of directorate policy
- Presents organizational briefings to convey strategic vision or organizational policies
- Recognized as authority in development/interpretation of guides

- Works under broad administrative and policy direction

Supervisory (additional)

- Directs complex administrative or technical services that directly affects the organization
- Represents a critical program segment impacting the organization's ability to manage its mission
- Oversees projects and programs
- Identifies and shapes the goals of the organizational unit
- Makes decisions on work problems and administrative proposals
- Coordinates with others within and outside the organization
- Assigns work to lower level supervisors, team leaders and/or employees
- Establishes project goals and priorities and evaluates results
- Interviews and recommends selections for vacant positions
- Recommends entrance salaries, base pay adjustments, bonuses and awards
- Develops performance objectives and conduct performance evaluations
- Identifies performance/misconduct issues and resolves employee complaints
- Initiates disciplinary action
- Develops budget estimates, assesses long-term needs and recommends solutions

DK – General Support

DK-I (GS 1-4)

- Provides general support work that progresses from routine to a full range of standard work involving recurring problems
- Performs a number of related steps, processes or methods to identify difference in a variety of situations
- Completes appropriate actions based on the nature of the transaction or situation
- Applies knowledge of the organization programs and standardized rules/processes/ operations
- Completes continuing or recurring tasks independently
- Performs routine clerical tasks in a learning environment
- Performs more complex clerical duties as part of the learning curve
- Applies established procedures and processes to resolve recurring problems
- Performs protections services work in guarding Federal buildings/property
- Works under general direction – Supervisor/higher graded employee may advise

DK-11

Lower Salary Level (GS 5-6)

Clerical/Administrative

- Applies applicable rules, regulations and procedures in a subject area
- Performs specialized work typically in areas of finance/management/computer support/acquisition or similar fields
- Provides secretarial and administrative support for office management
- Supervisor defines areas of responsibility and relies on employees to complete assignments
- Designs/produces organization/workflow charts
- Assists in evaluating program success
- Conducts investigation and evaluates appropriate action

Protection (Guard Force)

- Applies knowledge of the latest rules/procedures/methods for safeguarding information and controlling access to unauthorized areas
- Standard and nonstandard assignments require long and short-term investigations
- Analyzes facts and recommends program changes
- Supervisor outlines responsibilities, defines priorities and is available in unusual situations

Higher Salary Level (GS 7-8)

- Assists specialist/analysts in performing segments of their work
- Reviews administrative directives for consolidation/elimination
- Identifies issues/problems/conditions and seeks alternative solutions
- Identifies areas for improvement
- Makes substantive decisions based on past experience and established guidelines
- Uses judgment in interpreting and adapting guidelines for application to specific cases
- Decisions and recommendations based on facts and conventional interpretation of guidelines
- Contacts include employees within and outside the organization, contractors or public
- Supervisors define areas of responsibility and rely on employees to complete assignments

Protection (Guard Force)

- Applies available guidelines and judgment in determining any gaps or emergency situations

- Conducts extensive investigations and determines appropriate procedures
- Determines if situation is a real or potential threat
- Prepares incident reports
- Assesses variables involved and makes rapid decisions on course of action
- Contacts are with employees or visitors
- Supervisors outline responsibilities, define priorities and are available to assist.

Non-supervisory Team Leader (additional)

- Assigns work to employees based on priorities
- Reviews work for technical quality
- Provides input to performance evaluations
- Advises, counsels and instructs team members
- Recommends training
- Participates in workload planning, budget and personnel management decisions

Supervisory (additional)

- Oversees projects and programs
- Identifies and shapes the goals of the organizational unit
- Develops plans to meet goals
- Coordinates with others within and outside the organization on program accomplishment
- Assigns work to team leaders and/or employees
- Establishes and adjusts priorities
- Makes decisions on work problems
- Interviews candidates for position and recommends selections
- Hears and resolves employee complaints
- Identifies developmental and training needs
- Initiates minor disciplinary actions
- Develops performance objectives and evaluates performance
- Identifies performance/misconduct issues and resolves employee complaints
- Initiates disciplinary action
- Recommends entrance salaries/pay/salary adjustments/awards/bonuses
- Develops budget estimates and approves expenses

DK-III (GS-9)

Clerical/Administrative

- Provides executive level secretarial support at the center level
- Provides full range of administrative support services
- Applies a basic foundation of administrative procedures, concepts and practices

- Recommends changes in administrative or program policies to resolve identified issues
- Devises and implements procedures and practices to accomplish office/program mission
- Applies a practical knowledge of administrative specialized and complex subject areas
- Contacts involve organizational personnel, key executives, higher headquarters or private sector
- Coordinates work of the office to ensure smooth operation, effective services and customer support
- Independently performs assignments under general supervision

Non-supervisory Team Leader (additional)

- Assigns work to employees based on priorities
- Reviews work for technical quality
- Provides input to performance evaluations
- Advises, counsels and instructs team members
- Recommends training
- Participates with supervisor in workload planning, budget and personnel management decisions

Supervisory (additional)

- Oversees projects and programs
- Identifies and shapes the goals of the organizational unit
- Develops plans to meet goals
- Coordinates with others within and outside the organization on program accomplishment
- Establishes and adjusts priorities
- Assigns work to team leaders and/or employees
- Makes decisions on work problems
- Interviews candidates for position and recommends selections
- Hears and resolves employee complaints
- Identifies developmental and training needs
- Initiates minor disciplinary actions
- Develops performance objectives and evaluates performance
- Identifies performance/misconduct issues and resolves employee complaints
- Initiates disciplinary action
- Recommends entrance salaries/pay/salary adjustments/awards/bonuses
- Develops budget estimates and approves expenses

> This appendix shows how duties can range in the same pay band. These duties are our synopsis of more detailed descriptions contained in the classification guides developed for the demonstration project. They are offered simply as an aid in writing performance objectives that reflect different salary levels within the same band.

APPENDIX C

Performance Objectives Examples

These examples are a mix of existing, modified and newly generated objectives we felt met the handbook criteria in writing good objectives and which were representative of a broad range of functions and various types of work. While they are organized according to family/payband, we encourage you to look at examples in areas other than your specific family/payband to get a good picture of various ways in which a good objective can be structured. The "flavor" of the objectives, particularly in the E&S family, is "Night Vision ala-mode" because of the database we had to work from but the basic structure of the objectives should apply across the RDEC and SEC.

Family: Engineering & Science (E&S)
DB I Student Trainee

" Performance Objectives "

Function	Good Example	Comments
	Progressive - Within Band (GS 1-4)	
Testing Support	**Assist team by performing specified elements of lab and network configuration to validate equipment for the JCF evaluation scheduled for Apr 02.**	
Technical Support	**Measure radiated emissions from XYZ equipment under test scheduled for 30 Mar 02 and record results.**	**Mainly individual tasks for student trainees – task description describes employee's responsibilities with detail as necessary.**
	Increase proficiency in the operation of the types of equipment required for daily operation of the electromagnetic laboratory with the objective of being able to provide assistance to senior engineers. Increase familiarity with required safety and security procedures of the equipment.	

Family: Engineering & Science (E&S)
DB II Developmental

" Performance Objectives "

Function	Good Example	Comments
	Lower Band (GS 5-7)	
Technical Support	Become proficient in the operation of Pro-CAD program and its application for integration of sensor components/subsystems into Bradley vehicles.	
Testing Support	Independently prepare lower level C++ programs associated with Black Body radiation that perform minor calculations and contribute to larger programming projects.	
	Participate in the review of the contractor Reliability Test plan for the next generation Thermal Weapon Sight. Read test plan independently and ask questions of senior personnel to understand how contractor properly fulfills contract and specification requirements.	Mainly individual tasks for intern level – ties activities to future end applications or provides specific details.
Training	Complete introductory training in Thermal Basics by successfully completing Infrared and Electro-Optical Systems course by May 02 to meet Intern Development Plan goals.	
	Progressive Mid-Upper Band (GS 9-11)	
Technical Support	Assist with the setup of the 1.5 micron diode transmitter with intent to perform task independently for future evaluations. Learn rangefinder operation, functions and basic design and assist senior level personnel in rangefinder evaluations using the 1.5 micron laser diodes by 2QFY02.	
	Complete the establishment of the low level recognition test set by 30 Sep 02. Work with team members to process excessive cues. Assist in the development of suitable software/experiment interface.	

Family: Engineering & Science (E&S)
DB III Full Performance

" Performance Objectives "

Function	Good Example	Comments
	Lower Band (GS 12)	
Programming	Complete development of a C++ program that calculates the radiometric quantities associated with Black Body radiation by 31 Oct 01. **This program should be capable of being installed and run on PCs in use at NVESD.**	Mainly individual task – task description describes employee's responsibilities. **Includes an important requirement**
Test & Evaluation	Setup 1.5 micron laser diode transmitter with driver and evaluate by April 2000. Evaluate rangefinder using 1.5 micron laser diodes by September 2000.	Mainly individual task – task description describes employee's responsibilities w/o further clarification.
	Mid-Band (GS 13)	
Project Management	Manage LRAS3 program schedule to ensure goals are achieved. **Brief PEO-IEW and obtain Full-Rate Production Milestone Decision by 18 Nov 00**, ensure PY2 award in 1QFY01, and ensure Initial Production Testing is initiated in 3QFY01.	Task affected by other individuals or organizations. **Specific task to brief by certain date necessary to ensure broader goals.** General task of "manage" relates to things under his/her control and how he/she deals with things out of their control
	Develop LLDR-LR acquisition plan and brief to PEO IEW&S by 30 Sep 02. Prepare final plan and coordinate all required approvals by 31 Dec 02.	Mainly individual task – task description describes employee's responsibilities w/o further clarification.
Design/Fabricate	Complete the design and construction of the bumper mounted sensor system. **This will involve the actual design, monitoring/oversight of all aspects of the program, including contractor software development, in-house fabrication and assembly of the system, testing and integration, and obtaining all necessary approvals and safety releases** to ensure completion by 4QFY01	Task involves other individuals or organizations. Individual's **specific tasks described**. General task of "monitor/oversight" relaters to things under his/her control and how he/she deals with things out of their control, thus "ensuring" goals
Technical Support	Direct US Army MASINT Sensor Evaluation & Calibration Laboratory achieving a maximum of a five-day turnaround for all sensors returned for Evaluation/Calibration	Mainly individual task – task description describes employee's responsibilities w/o further clarification.
	Higher Band (GS 14) See DB IV, Lower Band	

Family: Engineering & Science (E&S)
DB IV – Senior Technical Supervisory, Management & Expert

" Performance Objectives "

Function	Good Example	Comments
	Lower Band (GS 14)	
Technical Support	Develop and execute approved in-house ILIR/STO projects to include detailing the technology needs and establishing a plan of attack in meeting defined objectives by 30 Jun 02. Projects include: **Low Cost Molded IR Optics, Off-Axis Lightweight Reflective Optics, and Plastic Optics For Full Color Head-Mounted Displays.**	Mainly individual task - **details specific projects.**
	Contribute at least one published paper, technical presentation, and/or patent by 4QFY02.	Mainly individual tasks – task description describes employee's responsibilities. **Includes an important requirement.**
	Represent NVESD by participating as the U.S. member of the NATO Technical Group12. **Advise/inform and make recommendations for international characterization of advanced thermal imagers.**	
Management	Provide matrix system engineering support for a variety of Army, NVESD/PM-Night Vision programs including: OICW, LAM-D, ANVG, TUAV, LLDR, Apache 2nd Gen FLIR, HTI B-Kit, and HyLITE multi-spectral sensor. Support will include: **optical design and analysis, lab testing, systems analysis, and participation in design reviews and IPTs** as required to ensure program milestones are met.	Ongoing tasks with anticipated projects but no specific milestones set. **Details of types of support.** Timelines such as to ensure, not impact program schedules.
	Direct Electro-Optics Sensors Team personnel providing engineering support to PM NV/RSTA, PM Abrams, PM Bradley, HQ TRADOC, Infantry School and Dismounted Battlespace Battle Lab. **Specifically, meet customer's needs for engineering analysis, document development, meeting participation, testing, contract and management support** to meet milestones for DVE, 2nd GEN FLIR, LRAS3 and selected DE programs.	

Family: Engineering & Science (E&S) DB IV – Senior Technical Supervisory, Management & Expert		
" Performance Objectives "		
Function	**Good Example**	**Comments**
	Higher Band (GS 15)	
Management	Provide management oversight and direction for mission program execution and interaction. **Ensure establishment and integration of key technology underpinnings.** Coordinate and insure interaction between FCS/Objective Force-related programs	Task involves other individuals or organizations. Individual's **specific responsibilities described.** General task of "oversight/direction" relaters to things under his/her control and how he/she deals with things out of his/her control, thus "ensuring" goals
	Facilitate technology transition through developing technology cross links and transition strategies with the tech base, PM and user. Leverage technologies from the tech base (6.2), other divisions, other RDEC Directorates and DARPA. Establish joint programs as applicable.	Task involves other individuals or organizations. Individual's **specific responsibilities described.**
Technology Support	Plan, design and execute ATR evaluation for MFS3 and LRAS3 to include **field test planning, field imagery collection planning, lab experiments and experimental design** to ensure completion by 4QFY02.	Task affected by receipt of hardware to be tested. **Details specific functions individual must address/manage under** his/her control given hardware is delivered.
	Plan the structure and organization of the CMD lab. **Establish goals, objectives, mission and tasks for the lab by 31 Sep 01. Determine hardware and computational requirements by 30 Nov 01. Determine manpower and levels of expertise required by 31 Jan 02. Obtain final approval from upper management by 31 Mar 01.**	Mainly individual task – task description describes employee's responsibilities. **Key milestones identified.**

Family: Business & Technical (B&T)
DE I – Student Trainee

" Performance Objectives "

Function	Good Example	Comments
	Progressive – Within Band (GS 1-4)	
Resource Analysis	**Assist analysts in running reports from the database and compiling accurate manpower data for quarterly metrics report to include specified category distributions by the suspense date required.**	**Mainly individual tasks for student trainees – task description describes employee's responsibilities with detail as necessary.**
Property Accountability	**Assist PC Technicians in the rollout of new computers. Assure that the DA Form 3161 issuing the new computer to the end user is signed by the responsible Hand Receipt Holder upon receipt and forwarded to the Property Book Officer within 2 working days of signature.**	

Family: Business & Technical (B&T)
DE II – Developmental

"Performance Objectives"

Function	Good Example	Comments
	Lower Band (GS 5-8)	
Property	Retrieve data and prepare quarterly report by suspense date of all loan documents to include nomenclature, expiration date and responsible holder. **Maintain orderly loan document files to facilitate the report.** Complete reconciliation of the FYLOG each month. Coordinate open requests with the cell representative to determine status. Provide status report of all un-reconciled open requests to the Equipment Manager by the 10th of each month.	
Inventory Management	Inventory Team materials, hardware, and gases on a weekly basis. **Based on inventory results, order replenishments when required within 24 hours to assure readiness at all times.**	**Mainly individual tasks – task description describes employee's responsibilities. Includes an important requirement.**
Training	Review all NVESD training forms for accuracy and completeness within two working days to ensure meeting enrollment deadlines. **Ensure justifications are in accordance with the mission or acquisition work force requirements.**	
	Progressive Mid-Upper Band (GS 9-11)	
Property	Retrieve data and prepare quarterly report by specified suspense date of all loan documents. **Analyze data and advise supervisor of potential problems/deficiencies.**	
Equipment Management	Review mobile equipment register on a monthly basis to assure register is complete and accurate. Complete mobile registry for new and/or transferred items within ten days of notification.	

Family: Business & Technical (B&T)
DE II – Developmental

" Performance Objectives "

Function	Good Example	Comments
	Progressive Mid-Upper Band (cont)	
Administrative (property)	Close NVESD's Intelligence Property Book (IPB) account by **coordinating the appointment of a disinterested intelligence officer to examine the IPB to determine that it has been reduced to a zero balance.** Hand carry IPB documentation to the Director of IMA, to include document registers, reports of inspection, general transactions, and other related files. Schedule and execute all actions to ensure completion by 30 Jun 02.	Mainly individual task – task description describes employee's responsibilities. **Includes an important requirement.**
Resource Analysis	Prepare Statements of Work, Requests For Proposals and schedule estimates. Work directly with contractors to verify completion of construction/renovation projects within budget and authorize payment of invoices by required dates.	Mainly individual task – task description describes employee's responsibilities w/o further clarification.
Test & Evaluation	Perform in-house and/or field tests for assigned hardware to identify problems, evaluate performance, and/or verify contractor results. **Use appropriate Government specifications/ standards, contract requirements, and accepted NVESD engineering methods and procedures in performing these activities to assure the validity of the test results obtained.** Complete evaluations and document all results in a **timeframe to provide expedient feedback for corrections** to maintain program schedules.	Mainly individual task – task description describes employee's responsibilities. **Includes an important requirement.** Tasks are ongoing so timelines are not specific, rather **described in terms of potential impact**

Family: Business & Technical (B&T)
DE III – Full Performance

" Performance Objectives "

Function	Good Example	Comments
	Lower Band (GS 12)	
Resource Analysis	**Review and analyze the organizational impact of each personnel action (RPA) within (2) working days of receipt. Interact with CPO on critical issues. Provide guidance to managers on the development of positions descriptions, SKAP's and crediting plans.**	**Mainly individual task – task description describes employee's responsibilities. Includes an important requirement.**
	Review program execution, commitments, obligations and disbursements on a continuous basis and insure that data annotated in the NVESD internal databases is complete and accurate. Maintain program execution of funds by internal and DFAS accounting databases	**Mainly individual tasks – task description describes employee's responsibilities w/o further clarification.**
Systems Administration	**Make initial contact on all database help calls within (1) working day from the date action was accepted. Make initial response within (3) working days for all quick response requests**	
Test & Evaluation	**Witness Qualification Testing on assigned programs, or delegate to DCMA when appropriate. Monitor and provide test status to Project Leader on a daily basis. Review failure analyses within specified timeframe and assure proper corrective action and retesting is accomplished prior to acceptance**	**Mainly individual task – task description describes employee's responsibilities. Includes an important requirement. Tasks are ongoing so timelines are not specific, rather described in terms of potential impact**
	Process PQDRs on assigned programs IAW established guidelines. Screen PQDRs for validity, accuracy, and completeness upon receipt. If investigation is required, forward to support point within 24 hours for Category I and within 10 days for Category II. Review replies from support point for adequate corrective action and forward to originator within 3 days for Category I and 10 days for Category II.	**Mainly individual task – task description describes employee's responsibilities. Includes an important requirement. Tasks are ongoing but timelines can be specific**

Family: Business & Technical (B&T)
DE III – Full Performance

" Performance Objectives "

Function	Good Example	Comments
	Lower Band (cont)	
Test & Evaluation	Review test plans, acceptance test procedures, and test reports on assigned programs within contract and required schedule timeframe, determining acceptance or non-concurrence. Recommendations are provided within two working days **detailing corrections required for acceptance in the case of non-concurrence.**	**Mainly individual tasks – task description describes employee's responsibilities. Includes an important requirement.**
	Higher Band (GS 13)	
Test & Evaluation	Serve as Government Lead in test meetings on assigned programs. Attend all Test Working Group and T&E Meetings. **Review and track contractor's fabrication efforts in preparation for system or subsystem tests prior to delivery. Inform/advise Test Working Group on issues and status of contractor fabrication and testing.**	
Technical Support	Provide technical support as required to the US Army Infantry Center in preparation and conduct of the Joint Contingency Force Advanced Warfighter Experiment (JCFAWE), with **emphasis on Enroute Mission Planning Systems development and any onsite night vision/communications work** that might be required during the JCFAWE	

Family: Business & Technical (B&T)
DE IV – Senior Technical Supervisory, Management & Expert

" Performance Objectives "

Function	Good Example	Comments
	Lower Band (GS 14)	
Strategic Planning	Develop the division's long range strategic plan in support of USAES' revision of the Countermine Modernization Plan by 2QFY02.	Mainly individual task – task description describes employee's responsibilities w/o further clarification.
Management	Plan, direct and manage the efforts of the Operations Division. Serve as the Directorate focal point for all issues involving programs, acquisition, budget, personnel, force-development, administration, security, facilities and safety activities and take action accordingly. Manage division resources to ensure that all support activities provide accurate, timely staff response to Directorate needs.	Task involves other individuals or organizations. Individual's specific responsibilities described. General task of "plan,direct,manage" relaters to things under his/her control and how he/she deals with things out of his/her control, thus "ensuring" goals
	Higher Band (GS 15)	
Management	Ensure Directorate compliance with Commanding General's initiatives in overtime, travel and awards. Establish metrics to track performance on CG's initiatives and review on a quarterly basis. Direct appropriate action if initiatives are not being met.	Mainly individual task – task description describes employee's responsibilities w/o further clarification.
Leadership	Foster teamwork, promote open communications and provide role model for ethics and work habits. Create work environment free from discriminatory actions, taking immediate action on complaints and reports of discrimination. Recognize exceptional performance and award accordingly. Encourage the use of non-monetary wards throughout the rating period.	Mainly individual task for 2nd/3rd level supervisor. Broad ranging but captures key elements.

Family: General Support (GEN)
DK I – Entry Level

" Performance Objectives "

Function	Good Example	Comments
	Progressive – Within Band (GS 1-4)	
Property	Scan items on the NVESD property book IAW the schedule maintained by the Equipment Manager. **Work with cell representative and Hand Receipt Holder to resolve shortages and overages within 5 working days.**	
Clerical (correspondence)	Under close supervision type correspondence for the Division personnel's signature. **Ensure that correspondence is formatted correctly, free of typographical errors, complies with AR 25-50**, and meets deadlines requested.	Mainly individual tasks for entry level – task description describes employee's responsibilities **with detail as necessary.**
Clerical (travel)	Accurately type routine travel orders based upon detailed information provided by Requesting Official for the Approving/Directing Official review and signature **in timely manner to meet traveler's travel requirements**. Telefax approved travel vouchers to DFAS within one day of receipt.	

Family: General Support (GEN)
DK II – Full Performance

" Performance Objectives "

Function	Good Example	Comments
	Lower Band (GS 5-6)	
Office Management	**Establish a Division tracking system to keep managers informed of events (demos, meetings, property inspections, etc.) and ensure conference room scheduling by 30 April 02. Effectively maintain system by reviewing and updating on a daily basis.**	
	Serve as Division Timekeeper. Prepare accurate and error-free time and attendance records for all Division employees for each bi-weekly pay period in accordance with regulatory and Directorate requirements. Acquire authorizing signature and submit for input the first working day following completion of the pay period IAW established timelines.	
Correspondence	**Under minimal supervision of the Division Director, draft and prepare correspondence for the Director's signature. Ensure that correspondence is formatted correctly, free of typographical errors, complies with AR 25-50, and meets deadlines set by the Director.**	**Mainly individual tasks – task description describes employee's responsibilities. Includes an important requirement or details**
Travel Orders/Vouchers	**Based on general information provided by the traveler, accurately prepare travel orders for Requesting Official and Approving/Directing Official review and signature. Hand carry or telefax travel orders to Budget Cell. Track through Certifying Officer and Authorizing/Order-Issuing Official approval cycle. Make travel arrangements (ticketing/lodging) when requested. Make sure all actions are accomplished in a timely manner to meet the traveler's travel requirements.**	
	Review travel vouchers within one day of receipt from traveler for errors prior to review and signature by the Supervisor and Approving Official. Telefax travel vouchers approved by the Approving Official to DFAS within one day of receipt.	

Family: General Support (GEN)
DK II – Full Performance

" Performance Objectives "

Function	Good Example	Comments
	Lower Band (cont)	
Security/Protection	Inspect the identification of each individual entering the 300 area compound to determine if access is authorized. **Instruct visitors on proper security procedures to gain access to the compound.**	
Property Support	Input data to FYLOG daily and order MILSTRIPS within one day of receipt. Review and reconcile on a weekly basis.	
	Higher Band (GS 7-8)	
Property Accountability	Distribute annual and semiannual inventories by the fifteenth day of each applicable month. Coordinate with cell leaders to have them notify delinquent holders by phone one day after due date. **If cell leader is unsuccessful in notifying a delinquent holder, e-mail the delinquent holders two days after due date.** Copy cell representative and Equipment Manager on the e-mail message.	**Mainly individual tasks – task description describes employee's responsibilities. Includes actions in case of contingencies.**
Equipment Coordination	Conduct and document monthly walk-through for property accountability and equipment utilization IAW appropriate CECOM Equipment Management Office SOP Checklist. Resolve any deficiencies/discrepancies with the hand receipt holder, **or if necessary, the division deputy.** Complete by the last working day of each month.	
Training	Serve as training officer for the guard force. Assure that all mandatory training is scheduled and completed, and that all weapon certifications are maintained.	

Family: General Support (GEN)
DK III – *Senior Technicians – Assistants

" Performance Objectives "

Function	Good Example	Comments
Security Support	**Within Band (GS 9)** Directs and controls (supervises) operation of the visitor center, establishing/implementing procedures to ensure 100% accountability and inventories on all visitor badges IAW regulatory requirements at all times. **Develops and implements follow-up procedures for badges not returned by visitors.** Serve as first-line supervisor for the NVESD Guard Force. Establish new performance objectives for subordinates by 1 Feb 0X. Conduct initial and midpoint counseling sessions with each guard within required timeframe. Complete performance evaluations and scoring within established timelines of the end of the rating period and provide strong justifications for proposed scores that are defendable and aid in the reconciliation process.	Mainly individual tasks – task description describes employee's responsibilities. **Includes actions in case of contingencies.**

APPENDIX D

Appendix D

Administrative Objective Example

- Administrative Management:

  - Suspense actions are accomplished by required date or by extension date if obtained.
  - Comply with all security and safety standards and procedures.
  - Conduct 100% property inventory IAW established schedule.
  - Execute administrative matters, to include travel requests, travel vouchers, time reporting, IAW established guidelines.
  - Ensure all funds, property and other assets are safeguarded against waste, fraud and abuse.

Additional sub-objectives may be added based upon responsibility of position such as:

  - Ensure compliance with equipment calibration, utilization and maintenance schedules and reporting requirements.
  - Ensure compliance with procedures pertaining to the acquisition and loan of equipment.
  - Comply with management control responsibilities and training. Report through the chain of command any material weaknesses in management controls, establish and implement plans to correct those material weaknesses, and track their progress.
  - Conduct quarterly walk-through of offices & labs to review equipment needs & usage.
  - Comply with internal control systems to insure that all obligations and cost are in compliance with applicable law and good management practice.

APPENDIX E

Appendix E

CG CECOM's Draft Objectives (Dec 01)

1. Support the Commanding General of the Army Materiel Command to achieve his vision for the leadership and management of the Command as it exists today and as it evolves to support the Transformation of the Army. By the end of mid-term rating period (Apr 02) identify three areas (goals/objectives) with metrics that support AMC strategic plan (vision/mission/goals). By the end of the rating period, show measurable support to AMC strategic plan based on CECOM support actions.

2. Readiness Support. Ensure the readiness rate of CECOM-managed systems, in support of the Army, is sustained at 90% or higher throughout the fiscal year. If lower rate occurs, report status to HQ AMC with get-well plan within seven days of change.

   a) Provide tool set for the Command to better support Army Readiness. Identify, evaluate and redesign existing business processes and integrate them throughout the Command, consistent with industry best practices. Determine a metric to measure results by end of 1Q02, begin showing progress by end of 2Q02, with significant improvements (15% or greater) shown by 4Q02.

   b) Meet Command Program Budget Guidance by + or - 1% for the fiscal year by recruiting, developing and retaining a workforce that is highly skilled, technically competent, flexible, adaptable, diverse and innovative to meet the Command's current and future needs.

   c) Ensure an effective Command resource plan that utilizes resources while not allowing anti-deficiency act violations. Additionally, Command Plan goal is to achieve AMC and HQ DA support for 80% of requirements during POM for items on critical support list across the Command.

   d) Improve military installation to local community relations by participating in, or sending representative(s) to, at least three community events each quarter that request military presence in the areas surrounding Fort Monmouth and the Tobyhanna Army Depot. At the end of fiscal year, determine quantifiable metrics to show improvement, and determine need to reassess quarterly goal.

   e) Determine specific quantifiable metrics to be used to assess and gauge Quality of Life throughout the Command by end of 1Q02; implement these

metrics and show improvements from baseline by end of 2Q02; demonstrate significant improvement (15% or greater) by end of 4Q02.

f)   Maintain the highest professional, moral and ethical standards for CECOM and Fort Monmouth, with a goal of zero violations of these standards across the Command. Ensure all personnel receive annual training (not just those mandated by financial disclosure requirements.)

3. Transformation Support. Develop, champion, acquire, field and sustain integrated information dominance technologies that allow the Army to enhance war-fighter capabilities. Transition 75% of technologies developed from RDEC to Acquisition by end of year.

a) By start of 2Q02, establish a strategic plan for CECOM that will convert guidance from higher headquarters, functional proponents, and the Army's senior leadership (AMC CG and CSA) into concrete, quantifiable, high-yield programs that by end of 2Q02 will show how support of this plan will lead to the achievement of established goals and objectives for CECOM.

b) Posture CECOM to become the C4ISR provider of choice by building and sustaining customer confidence in CECOM's ability to deliver timely, quality products and services through establishing a climate that maximizes technical skill sets and provides integrated solutions. By 2Q02, identify two areas with metrics to improve CECOM customer confidence.

c) Find and acquire five joint opportunities this fiscal year to expand CECOM's role in Network Centric Warfare, while enhancing Joint Interoperability solutions; and find and apply two CECOM capabilities and technologies in support of Homeland Security initiatives.

d) Expand CECOM's technical depth into a knowledge-based organization which is leveraged by the Army. By end of FY02, develop metrics to show value of implementing knowledge management approach within CECOM.

4. Ensure measurable metrics are included in support forms of personnel I rate and senior rate by Feb 02.

a) Ensure measurable metrics are in support forms of all CECOM supervisory/managerial employees by mid-term rating (Apr 02).

b) Develop and implement metrics to link performance objectives/contributions in support form to performance award program by Apr 02.

5. Stay healthy and have fun!

APPENDIX F

Reference Training Material

Performance Objectives

- **Performance Objectives**
  - **Define outcomes - results**
  - **Are expressed as tangible, measurable objectives**
  - **Are compared against achievements**
  - **Grouped by function (e.g. contract management, administration, technology development, office management, performance management, field test support)**

Performance Objectives

- **Jointly developed at beginning of rating period**
  - **Reflect**
    - **Employee's duties / responsibilities**
    - **Employee's pay band / salary level within pay band**
    - **Mission / organizational goals and priorities**
- **May be jointly modified / deleted, as appropriate, during rating cycle**
  - **When circumstances outside employee's control prevent or hamper accomplishment of original objectives**
  - **Mission or workload shifts occur**
- **Reviewed / revised annually**
  - **Commensurate with salary increases**

Performance Objectives

🚫 **Generic one-size-fits all objectives**

- **Performance objectives meant to define individual's specific responsibilities and expected accomplishments**

- **An objective by itself does not tell a person what to do**

- **Requires understanding, thought, communication, acceptance and commitment**

Evaluating Performance

- **Why evaluate performance?**
  - **Managing performance**
    - **Evaluation process allows supervisors to:**
      - **Define expectations**
      - **Give feedback**
      - **Provide recognition**
  - **Improving performance**
    - **Before and after data enables you to see improvements**
  - **High performance requires clear goals**
    - **Employees need picture of where they're going**
  - **Pay for performance requires metrics**
    - **Have to know when payout has been earned**

Performance Elements

- **Performance Elements**

  - **Define generic performance characteristics**

  - **Used to evaluate employee's success in accomplishing performance objectives**

  - **Initially, single set for all CECOM RDE personnel**

Conceptual Benchmark Chart

Technical Competence

Scoring Range 50-45	Scoring Range 44-32	Scoring Range 31-21	Scoring Range 20-10	Scoring Range 9-0
Exemplary level of competence…Serves as benchmark				
Superior technical knowledge…..				
Highest quality and productivity				
Provided innovative solutions to highly complex problems with significant impact to the mission	Provided solutions to difficult problems with impact to the mission	Solved problems of moderate complexity	Routine problems dealt with satisfactorily	Exhibited difficulty/inability to resolve simple, routine problems;

Measuring Performance

- **Performance Objectives Measured through Weighted Performance Elements**
  - **All Employees**
    - **Technical Competence (Minimum Weight: 15%)**
    - **Interpersonal Skills (Minimum Weight: 10%)**
    - **Management of Time and Resources (Minimum Weight: 15%)**
    - **Customer Satisfaction (Minimum Weight: 10%)**
  - **Team Leaders / Project Leaders (non-supervisory)**
    - **Team / Project Leadership (Minimum Weight: 15%)**
  - **Managers/Supervisors**
    - **Supervision/Leadership & EEO (Minimum Weight: 25%)**

Developing Performance Objectives

- **What makes developing performance objectives difficult?**
  - **Not always obvious what results should be evaluated**
    - **Ask what results you're trying to produce**
    - **Ask how you will know that employee has done a good job**
  - **Even if you know what to evaluate, often not clear how to develop measures**
    - **Not everything can be easily measured**
      - **Quantity goals are often misleading and can cause quality to suffer**

    Performance conducted at various levels
    - **Individuals often support a team**
      - **Individual performance objectives must also support team objectives**
      - **Team objectives must also support mission objectives**
        - » **Reflected in benchmarks**
   - **May increase the size of the performance objective development task**
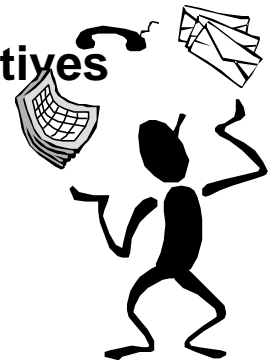
Developing Performance Objectives

- **Easiest way to begin**
  - **If you already have them, start with your current performance standards**
    - **Evaluate**
    - **Modify / add / delete**

Developing Performance Objectives

- **Step 1: Review organizational goals**
  - Develop a sense of common purpose
  - A clear mission
- **Step 2: Identify your output**
  - Four tools offered
- **Step 3: Prioritize outputs**
- **Step 4: Develop output performance measures**
  - Yardsticks to gauge how well results are achieved
    - Numeric
    - Descriptive
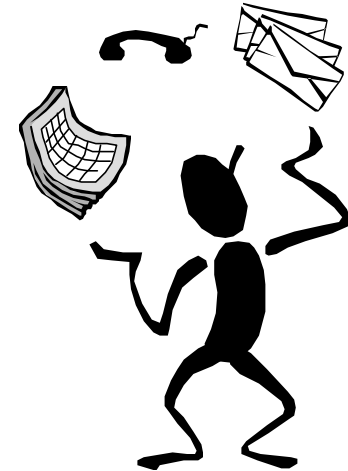
Developing Performance Objectives

- **Review organizational objectives**
  - **Objectives above and around you**
    - **Goals to support**
    - **Goals to align with**

  - **Problem if organizational objectives are:**
    - **Unknown to you**
    - **Not understood**
    - **Not attainable**
    - **Or you don't know how your work is connected to organizational objectives**

Why Focus on Output?

- **Output / Accomplishment**
  - **Measurement is easier if you understand the desired result**
    - **Value-added results / accomplishments**
      - **Employee accomplishments add value to the organization**
  - **Benefits of focusing on output**
    - **Saves time and money**
      - **Agreeing on "end" easier than agreeing on the "means"**
      - **Evaluating output takes less time than monitoring activities**
    - **Focus is placed on what is really important**
      - **Measuring output rather than measuring activity**

Developing Performance Objectives

- **Development process not linear**
  - **First determine the output or employee accomplishments**
  - **Then develop efficient path to achieving output**
- **Performance Objectives:**
  - **Focus on <u>accomplishments</u> rather than activities**

- **Activities** ➡ **Accomplishments** ➡ **Outcome**

  Starting Point

Accomplishments in relation to Activities

- **Activities**
  - **Actions taken to produce results**
  - **Generally described using verbs**
  - **Examples:**
    - *File* **documents**
    - *Develop* **software programs**
    - *Answer* **customer questions**
    - *Write* **reports**
- **Accomplishments (outputs)**
  - **Products or services (results) of employee and work unit activities**
  - **Generally described using nouns**
  - **Examples:**
    - *Files* **orderly and complete**
    - *Software program* **fielded by required date and developed within budget**
    - **Accurate** *guidance* **provided to customers**
    - **Complete, accurate and timely** *reports*

Outcomes

- **Outcomes**
  - **Final results of CECOM products and services**
  - **Examples:**
    - **Battlespace command and control**
    - **Integrated situational awareness and targeting**
    - **Air / land enhanced reconnaissance and targeting**
    - **Secure, adaptive, integrated communications**

Performance Pyramid

OUTCOMES

OUTPUTS

Accomplishments
(i.e., products or
services)

ACTIVITIES

PROGRAM

WORK UNIT

EMPLOYEE
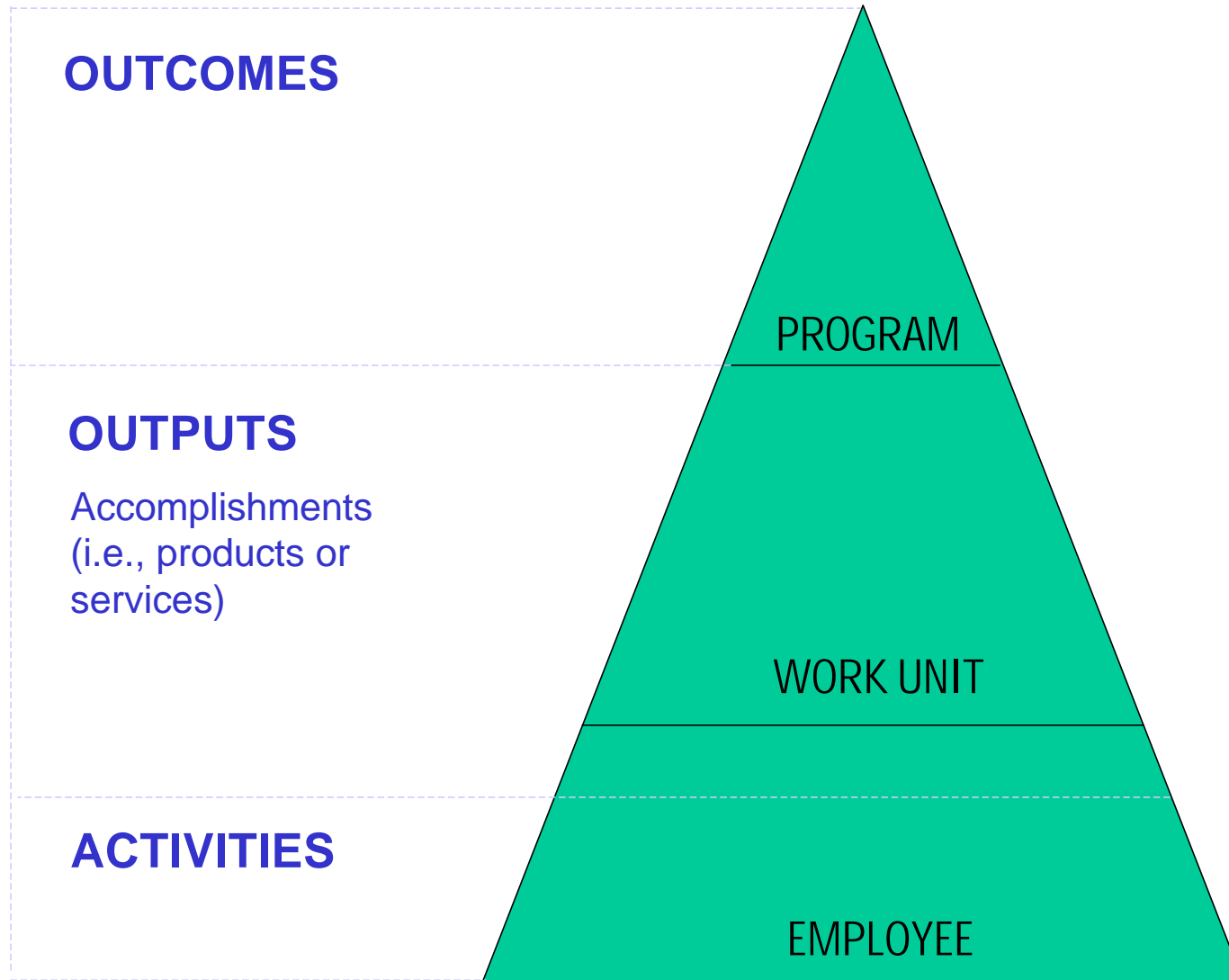
Identifying Accomplishments / Outputs

- **Most people try to identify outputs of a position by:**
  - **Listing responsibilities/activities**
  - **Asking what product/service each activity generates**
- **This process can take several hours and usually ends up with a very long list of activities rather than accomplishments**
- **Identifying your customers and what you provide to them will more quickly identify a "short-list" of outputs for a given position**

Tools for Identifying Output / Accomplishments

- **Four tools for identifying output**

  - **Customer diagram**

  - **Cascading organizational goals to work units**

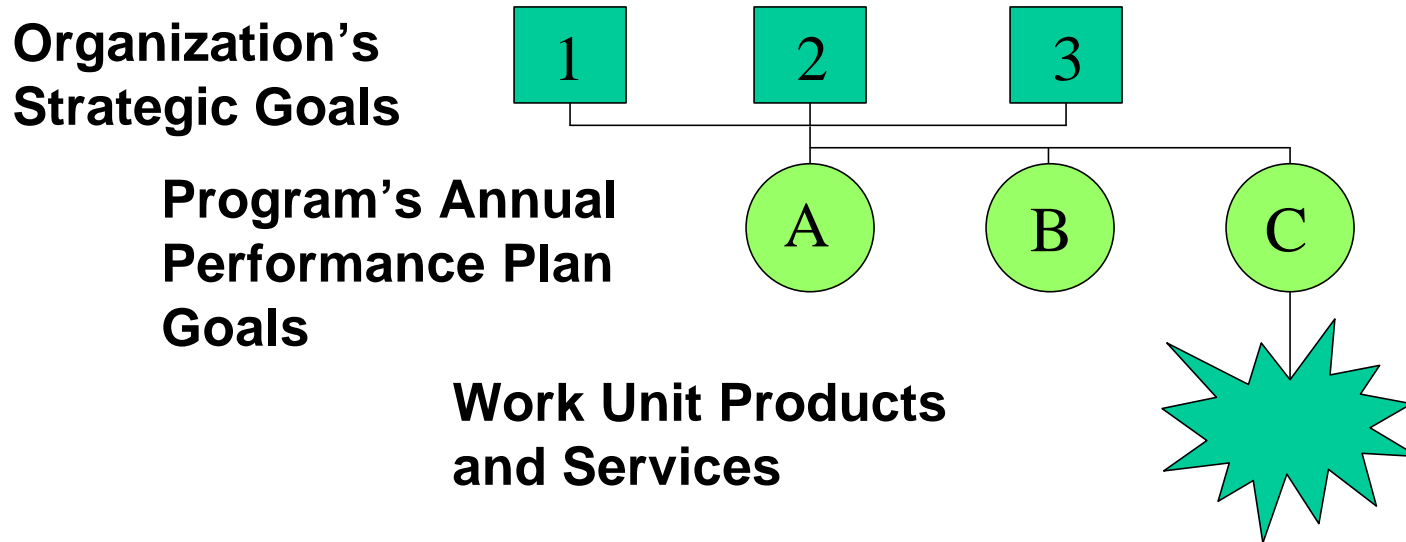 - **Work flow chart**

  - **Role-results matrix**

Tools for Identifying Output

- **Customer Diagram focuses on customer satisfaction**
  - **Employee or team (work unit)**
  - **Internal and external customers**
  - **What customers need from employee / work unit**
  - **"Linkages" between employees / work unit and customers = output**
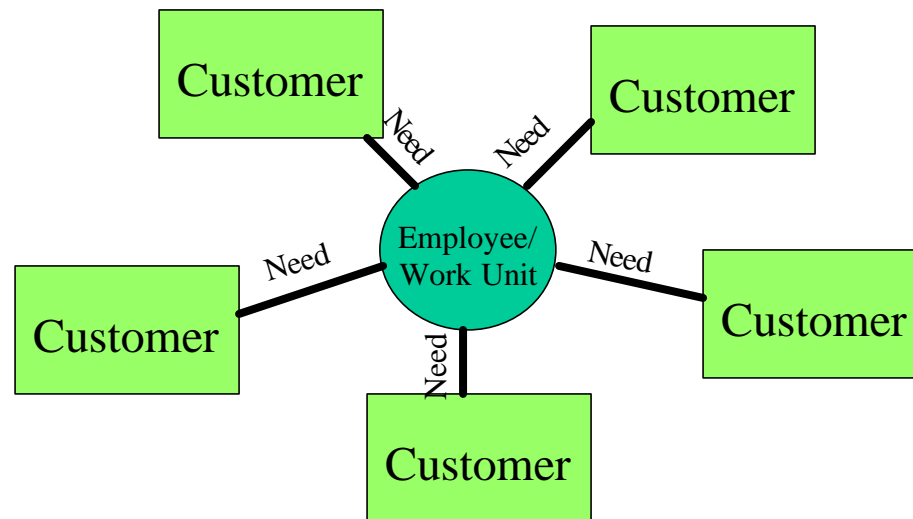
Tools for Identifying Output

- **Cascading Organizational Goals to Work Units**
  - **Helps employee identify role in organization's success**
    - **What are the organization's specific goals and objectives?**
    - **Which organizational goal(s) can the work unit affect?**
    - **What product or service does the work unit produce or provide to help the organization reach its goals?**

Organization's Strategic Goals

1 2 3

Program's Annual Performance Plan Goals

A B C

Work Unit Products and Services

Tools for Identifying Output

- **Work Flow Chart**
    - **Identify points in a work process worth measuring**
    - **Create work process flow chart**
    - **Advantages:**
        - **Quality and process improvement programs can be linked to performance management**
        - **Team and individuals who support an obvious work process can evaluate their effectiveness in terms of the process' performance**
        - **Charting the process may identify opportunities to simplify and reengineer, resulting in a better work process and better performance**

Tools for Identifying Output

- **Creating a work flow chart**
  - **Ask the questions:**
    - **How do I or my team perform to produce products or services?**
      - **List most basic steps in the process**
      - **If you find that you are listing unconnected activities, try to group activities into key functions**

Creating a Work Flow Chart

- **Research Scientist**
  - **Basic Steps in job process**
    - **Identifies avenues of research**
    - **Gathers initial information**
    - **Completes analysis**
    - **Conducts research**
    - **Performs experiments**
    - **Records findings**
    - **Publishes results**
    - **Prepares verbal presentation**

Creating a Work Flow Chart

- **Research Scientist**
  - **Basic Steps in job process**
    - **Identifies avenues of research**
    - **Gathers initial information** } **Project Plans**
    - **Completes analysis**
    - **Conducts research**
    - **Performs experiments** } **Research Milestones**
    - **Records findings**
    - **Publishes results** } **Written and / or Verbal Reports**
    - **Prepares verbal presentation**

Example: Research Scientist

Step 1 Interim Accomplishment	Step 2 Interim Accomplishment	Step 3 Final Accomplishment
Project Plans	Research Milestones	Written and / or Verbal Reports
Activities that produce this interim accomplishment: • Identifying avenues of research • Gathering initial information • Completing analysis	Activities that produce this interim accomplishment: • Conducting research • Performing experiments • Recording findings	Activities that produce this final accomplishment: • Publishing results • Preparing verbal presentation

Project Plans → **Research Milestones** → **Written and/ or verbal reports**

Tools for Identifying Output

- **Role-Results Matrix**
  - **Measures team and individual team members**
  - **Identifies individual results needed to support the team's results**
  - **Creating a Role-Results Matrix**
    - **List team results across top of table**
    - **List team members down left side of table**
    - **Inside each cell, write the answer to the following question:**
      - **What result does this particular team member have to produce to help the team produce the particular result?**

Tools for Identifying Output

○ **Role-Results Matrix**

Unit Employees	Unit Product or Service	Unit Product or Service	Unit Product or Service	Unit Product or Service
Employee 1	Accomplishment	Accomplishment	Accomplishment	Accomplishment
Employee 2	Accomplishment	Accomplishment	Accomplishment	* N/A
Employee 3	Accomplishment	* N/A	Accomplishment	Accomplishment
Employee 4	* N/A	Accomplishment	Accomplishment	Accomplishment

* Employee had no part in this work unit product or service

Tools for Identifying Output

❍ **Role-Results Matrix**

   ■ **Example: Project Team**

	SOW / Specs	Contract Award	Approved Design	Hardware / Software	User Demo
Project Leader					
System Design Engineer					
Technology Expert					
T & E					

Tools for Identifying Output

○ **Role-Results Matrix**

  ■ **Example: Project Team**

	SOW / Specs	Contract Award	Approved Design	Hardware / Software	User Demo
Project Leader	Schedule Deliveries	Source Selection	Approval	Oversight	Coord.
System Design Engineer	Perform. Rqmts	Evaluation	Recom.	Interim Perform. Data	Evaluation
Technology Expert	Perform. Rqmts.	Evaluation	Recom.	Interim Perform. Data	Evaluation
T & E	Test Rqmts.	Evaluation	Recom.	Interim Perform. Data	Evaluation

Prioritizing Results

- **Weight the Results - Prioritization**
  - **Once you have determine the outputs to use for performance objectives**
    - **Determine importance of those results**
    - **Failure to identify and discuss priorities with employee could result in the following problems:**
      - **Confusion about what is important**
      - **Lack of shared vision of priorities and the reasons for priorities, leading to conflict**

Applying Measures to Performance Objectives

- **Create Measures for Output**
  - **Measures**
    - **Yardsticks used to judge how well employee produces each result**
    - **Traits of good measures:**
      - **Can be verified by someone else**
        - » **Standard met**
        - » **Standard exceeded**
        - » **Standard not met**
      - **Observable**
    - **Two types:**
      - **Numeric**
        - » **Not everything can be measured with numbers**
      - **Descriptive**

Applying Measures to Performance Objectives

- Creating your own measure
  - Step 1
    - For each output, decide which general measures apply:
      - Quality / Overall Effectiveness
        » Is quality important?
        » Does stakeholder or customer care how well work is done?
      - Quantity
        » Is quantity important?
        » Does the stakeholder or customer care how many are produced?
      - Timeliness
        » Is it important to accomplish the element by a certain time or date?
      - Cost-Effectiveness
        » Is it important to accomplish the element within certain cost limits?
    - What measures are already available?

Applying Measures to Performance Objectives

- **Step 2**
  - **Make general measure more specific**
  - **Ask "How could (quality, quantity, timeliness and / or cost-effectiveness) be measured for my specific responsibility?"**
    - **Numeric**
      - **"Is there some number or percent I could track?"**
        - » **(8 out of 10 approach is no longer applicable)**
      - **"Is a specific due date assigned?**
    - **Descriptive**
      - **"Who could judge that the output was done well?"**
      - **"What factors would they look for?"**

Example: Middle Band Performance Objective (GS-13)

DB-III (Engineering & Science)

Output	General Measure	Specific Measure
Sensor Evaluation & Calibration *Task: Direct MASINT Sensor Evaluation & Calibration Laboratory*	Timeliness	• All sensors received are evaluated, calibrated and returned within 5 days

Performance Objective:

Direct U.S. Army MASINT Sensor Evaluation & Calibration Laboratory achieving a maximum of a five-day turnaround for all sensors returned for Evaluation / Calibration.

Example: Middle Band Performance Objective

DB-III

Output	General Measure	Specific Measure
Bumper Mounted Sensor System *Task: Design and construction*	Timeliness	• Ensure completion by 4QFY02. • Contractor software development completed according to schedule • Obtain necessary safety releases within specified schedule
	Quality / Overall Effectiveness	• Fabrication within tolerances to insure proper fit on vehicle • Software performs all functions as required • Testing and integration finds no interference / performance deficiencies • Document the quality control process

Performance Objective:
Complete the design and construction of the bumper mounted sensor system. This will involve the actual design, mounting / oversight of all aspects of the program, including contractor software development, in-house fabrication and assembly of the system, testing and integration, and obtaining all necessary approvals and safety releases to ensure completion by 4QFY02.

Example: Lower Band Performance Objective (GS 5-8)

DE-II

Output	General Measure	Specific Measure
Training forms ready for submission *Task: Review*	Timeliness	• Review training forms within 2 working days to meet enrollment deadlines
	Quality / Overall Effectiveness	• Ensure accuracy and completeness of forms • Ensure justification are in accordance with mission or acquisition workforce requirements.

Performance Objective:

Review all NVESD training forms for accuracy and completeness within two working days to ensure meeting enrollment deadlines. Ensure justifications are in accordance with the mission or acquisition workforce requirements.

Example: Lower Band Performance Objective (GS 5-6)

DK-II

Output	General Measure	Specific Measure
Time and Attendance Records *Task: Prepare and submit for input*	Timeliness	• Review training forms within 2 working days to meet enrollment deadlines • Submit for input on 1st working day following completion of the pay period IAW timelines
	Quality / Overall Effectiveness	• Ensure records are accurate and error free • Prepared in accordance with regulatory and Directorate requirements

Performance Objective:

Serve as Division Timekeeper. Prepare accurate and error-free time and attendance records for all Division employees for each bi-weekly pay period in accordance with regulatory and Directorate requirements. Acquire authorizing signature and submit for input the first working day following completion of the pay period IAW established timelines.